

From Vision to Implementation

Logistics modernization and combat development.

by Col Jon Hull & LtCol Richard Stauffer, USMC(Ret)

Where does logistics modernization (LogMod) stand as the Marine Corps marches into the 21st century? According to the Commandant, LogMod's importance is "either above or at least on the same level with the weapons systems we have coming down the road." It is also the Deputy Commandant, Installations and Logistics' (DC I&L's) main focus of effort—to increase the lethality and operational reach of the Marine air-ground task force (MAGTF) by educating and empowering combat service support (CSS) personnel, implementing new and comprehensive CSS processes, and replacing outdated information technology (IT) and communications capabilities.

A Partnership

After an extensive planning and concept development phase, DC I&L is partnering with the DC, Combat Development (DC CD) and embracing the expeditionary force development system (EFDS) to move LogMod from vision to reality. The plan is set, the battlefield has been shaped, and the resources have been applied to transition LogMod from planning to execution.

Over the last 15 months, the DCs and their staffs have developed an unprecedented working relationship in their drive forward to execute LogMod. The engagement of the EFDS by DC I&L's LogMod Transition Task Force (TTF) represents the inaugural use of the material-focused EFDS to define, vet, and implement all-encompassing process and organizational changes for an entire MAGTF element across the doctrine, organiza-

tion, training, material, leadership, personnel, and facilities (DOTMLPF) pillars. ment with the EFDS must be thorough in content, focused in context, and executed within an extremely condensed time frame. To meet the critical timelines necessary to impact the 2008 and 2010 program objective memoranda processes and prepare for the initial fielding of the Global Combat Service Support System-Marine Corps (GCSS-MC) during the second quarter of 2007, DC I&L identified seven key initiatives for immediate attention and near-term action:

- Integrate the logistics operational architecture (LogOA) with the MAGTF architecture.
- Realign maintenance from five echelons to three levels.
- Realign supply functions to more effectively support deployed inventory, distribution, and procurement.
- Define and procure logistics command and control (C²)/operational bandwidth.
- Define and gain consensus for CSS element (CSSE) reorganization/renaming.
- Determine and implement effective supply battalion processes/organization.

reengineering for the CSSE across the battlespace, within the confines of the EFDS, DC I&L has resourced and formed a standing LogMod TTF made up of 14 Marines, civilians, and contractors. This bold decision was not without costs, as billets were temporarily compensated by existing structure within Headquarters Marine Corps and the CSSE. The LogMod TTF is one of the key resources and enablers provided by the CSSE advocate to advance the LogMod initiatives through the EFDS toward ultimate implementation. Primarily tasked to collaborate with DOTMLPF pillar owners through the EFDS phases to produce detailed analyses and comprehensive, executable LogMod solution sets, the LogMod TTF will also assist in managing the implementation of the results of this collaborative effort.

External to the EFDS, the LogMod TTF is working in close partnership with all stakeholders to coordinate LogMod initiatives with efforts at the force service support groups, Logistics Command, and joint/Department of Defense (DoD) logistics organizations, such as the Defense Logistics Agency and U.S. Transportation Command. The TTF is also working with other advocates on programs and projects they are managing, such as the DC CD's Marine Corps Equipment Working Group and C² harmonization effort, and Marine Corps Systems Command's logistics systems development, primarily GCSS-MC.

With the selection of the contractor team for GCSS-MC in place, the role of another group formed by the DC I&L is moving to the forefront in fielding this cornerstone IT enabler. Working directly for the program manager, a subject matter expert (SME) group of 10 Marines fresh from the Operating Forces will collocate with the GCSS-MC development

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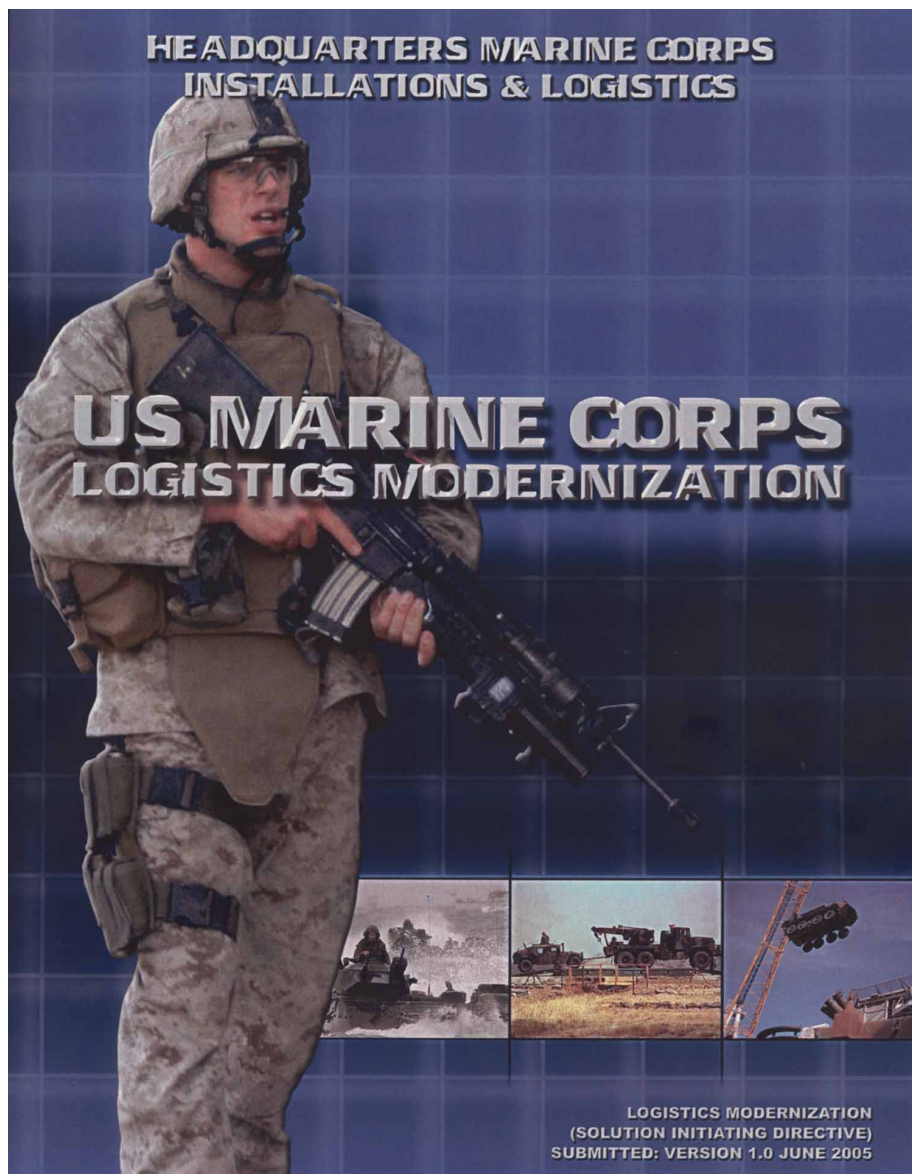
A Complex Process

Institutionalizing logistics process changes through the EFDS will prove, in many ways, to be more complex than fielding a major weapons system. With a Y2K (year 2000) sense of urgency, the engage-

- Determine and implement effective maintenance battalion processes/organization.

The TTF

The multistep EFDS process presents significant challenges when used to institutionalize wholesale process vice material change for an entire element of the MAGTF. To facilitate the advocate's intent of wholesale process



The LogMod directive. (Courtesy LogMod TTF.)

team. The SMEs will work hand in hand with the GCSS-MC team to format the software, user screens, and training package for use in fielding the system to the Operating Forces.

The utility of the advocate-sponsored LogMod TTF approach has been quickly validated as worth the cost. For 2 months the LogMod TTF partnered with the C2/architecture section at Marine Corps Combat Development Command (MCCDC) to integrate the LogOA into the MAGTF enterprise architecture resident at MCCDC. This significant effort by the C2/architecture section at MCCDC and the LogMod TTF included the mapping of over 8,000 logistics-related, functional information exchange requirements across the notional

MAGTF of 2015, and it represents the first instance that a MAGTF element completed the required tasks to integrate its architecture within the MAGTF enterprise architecture.

The extraordinary efforts by various organizations in the Operating Forces, Supporting Establishment, and within I&L have all been consolidated into a discrete series of LogMod-related universal need statements (UNSS) and entered into the EFDS by the TTF. The UNSS closely parallel the initiatives outlined by DC I&L's initial correspondence and have been repeatedly validated by the Operating Forces. The Expeditionary Force Development Center's (EFDC's) DOTMLPF Working Group was briefed on the UNSS in March resulting in an initial as-

essment of the required logistics capabilities.

Given the complexities and broad scope of the process reengineering requested in the LogMod UNSSs, TTF and EFDC personnel quickly realized the need for a more comprehensive process to assess the UNSSs and produce highly detailed DOTMLPF-related taskings. The solution was to form a new working group called the DOTMLPF Assessment Group (DAG). After a day of familiarization briefings, a DAG conference was held at which pillar owners, the TTF, and various other LogMod stakeholders—to include representatives from the Operating Forces—spent a full week defining the DOTMLPF tasks required to fulfill the LogMod UNSSs. The DAG formed the basis of DC I&L's LogMod Solution Initiating Directive (SID) that was delivered in early June to DC CD. The SID will provide an overarching LogMod "op plan" and form the basis of the DC CD's Solution Planning Directive (SPD). Once published, the SPD will outline specific timelines against which direct action will be taken by each pillar owner to execute the detailed DOTMLPF tasks.

The positive application of advocacy process strengths—through engagement with the EFDC—and the formation of a standing LogMod TTF working collaboratively with the stakeholders throughout the Marine Corps and DoD have produced marked program advancement. These groups will continue to work together to ensure the success of the logistics process reengineering and to make true LogMod a reality. It will be a reality focused on the deployed environment and the supported unit with a singular goal of increasing MAGTF operational reach and lethality—now and well into the 21st century.

US  MC

>Col Hull is currently serving as the Director, LogMod TTF, I&L, HQMC. In 2003 he completed a fellowship at the U.S. Naval Academy, Annapolis, MD.

>>LtCol Stauffer is a retired Marine currently serving as the Deputy Director, LogMod TTF. His last assignment on active duty was as the head of Logistics Education, Marine Corps University. He has a master's degree in material management from the Naval Postgraduate School, Monterey, CA.